

## COMPETENCY DESCRIPTIONS

**Integrity:** Exhibits behaviors showing a strong internal personal commitment to fundamental principles of honesty and fairness dealing in all activities related to job performance.

**Work Ethic:** Conscientiously abides by the rules, regulations and procedures governing work. Exhibits a strong work ethic by being productive, diligent, conscientious, timely, and loyal.

**Service Orientation:** Seeks to understand and meets and / or exceeds the needs and expectations of customers. Treats customers with respect, responding to requests in a professional manner, even in difficult circumstances. Provides accurate and timely service. Develops positive relationships with customers. Demonstrates a commitment to quality public service through statements and actions.

**Accountability:** Is productive and carries fair share of the workload. Accepts responsibility for actions and results. Focuses on quality and expends the necessary time and effort to achieve goals. Demonstrates loyalty to the job and the agency and is a good steward of state assets. Steadfastly persists in overcoming obstacles and pushes self for results. Maintains necessary attention to detail to achieve high level performance. Deals effectively with pressure and recovers quickly from setbacks. Takes ownership of tasks, performance standards and mistakes. Has knowledge of how to perform one's job. Knows the organization's mission and functions and how it fits into state government.

**Self-Management Skills:** Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works effectively and cooperatively with others to achieve goals. Maintains a positive attitude. Effectively manages emotions and impulses. Treats all people with respect, courtesy, and consideration. Communicates effectively. Remains open to new ideas and approaches. Avoids conflicts of interest. Promotes cooperation and teamwork. Continuously evaluates and adapts, copes effectively with change. Allows self and others to make mistakes and learns from those mistakes. Adheres to high ethical standards.

**Interpersonal Skills:** Shows understanding, courtesy, tact, empathy and concern; develops and maintains relationships. Demonstrates cross cultural sensitivity and understanding. Identifies and seeks to solve problems and prevent or resolve conflict situations. Encourages others through positive reinforcement. Expresses facts and ideas both verbally and in writing in a clear, convincing and organized manner, helping others translate vision into action. Models appropriate behavior. Recognizes and develops potential in others, mentors.

**Communication Skills:** Receives, attends to, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate to listeners and situations. Expresses information to individuals or groups effectively, taking into account the audience and nature of the information; listens to others, attends to nonverbal cues, and responds appropriately. May make oral presentations. Communicates ideas, suggestions and concerns as well as outcomes and progress throughout the process of an activity. Provides thorough and accurate information.

**Self-Development:** Seeks efficient learning techniques to acquire and apply new knowledge and skills, uses training, feedback, or other opportunities for new knowledge and skills; uses training, feedback, or other opportunities for self-learning and development. Develops and enhances skills to adapt to changing organizational needs. Remains open to change and new information and ideas; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles.

**Emotional Maturity:** Conducts oneself in a professional, consistent manner when representing the organization. Exhibits the ability to work through challenges and create opportunities. Has the ability to work through adversity and hold self and others accountable for work actions. Takes risks appropriate to ones level of responsibility. Acts as a settling influence in a crisis.

**Macro-Oriented:** Understands and appropriately applies procedures, requirements, and regulations related to specialized areas of expertise. Understands effects of decisions on the organization and on other organizations. Exercises good judgment, makes sound, well informed decisions. Acts as a change agent by initiating and supporting change within the agency.

**Working With Others:** Creates effective teams; shows a willingness to get work done through others; supports, motivates and is an advocate for staff. Monitors workloads and provides feedback. Clearly and comfortably delegates work, trusting and empowering others to perform. Reinforces and rewards team efforts and positive behaviors. Is fair, yet firm with others.

**Results-Oriented:** Identifies, analyzes, and solves problems. Plans effectively to achieve or exceed goals, sets and meets deadlines. Develops standards of performance and knows what and how to measure.

**Resource Management:** Demonstrates ability to plan, prioritize and organize. Acquires and effectively and efficiently administers and allocates human, financial, material and information resources.